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Introduction and scope

1. For the purposes of this *Code of practice* academic governance can be defined as the structures, policies and processes that are in place to assure the setting and maintaining of academic standards and the quality of the student experience. This *Code of practice* sets out how the University’s academic governance works in relation to structure, function and operation. It is informed by Chapter A2 of the *Quality Assurance Agency’s UK Quality Code for Higher Education* which covers academic governance arrangements and degree-awarding bodies’ academic frameworks and regulations. The QAA Expectation is that:

   *In order to secure their academic standards, degree-awarding bodies establish transparent and comprehensive academic frameworks and regulations to govern how they award academic credit and qualifications.*

Academic governance - structure

2. Senate is the governing body of the University for all academic matters. It is supported by five committees¹ and a sub-structure below that which extends to Faculty and School/Department level as follows. A diagram of the committee structure is shown on the following page:

   **Senate committees**
   - University Learning and Teaching Committee (ULTC)
   - University Research and Innovation Committee (URIC)

   **ULTC Sub-committees**
   - Quality and Standards Sub-committee
     - Validation and Review Panels
   - Regulations Steering Group
     - Regulations Working Group
   - Student Experience Sub-committee
   - Student Progression and Awards Board (for taught awards)

   **URIC Sub-committees**
   - Doctoral College Board
   - Research Integrity and Governance Committee
   - Research Management Committee
   - Student Progression and Awards Board (for postgraduate research awards)

   **Faculty committees**
   - Faculty Learning and Teaching Committees (FLTCs)
   - Faculty Research Degrees Committees (FRDCs)

   **School/Department committees**
   - Boards of Studies
     - Boards of Examiners
     - Staff/Student Liaison Committees
   - Postgraduate Research Student Engagement Fora

¹ The Ethics Committee, the Academic Promotions Committee and the Honorary Degrees Committee also report to Senate but their operation is outside the scope of this *Code of practice*. 
Code of practice for academic governance

Senate

University Learning and Teaching Committee (ULTC)
  - Regulations Steering Group
    - Regulations Working Group
  - Quality and Standards Subcommittee
  - Student Experience Subcommittee
  - PTY Forum

Student Progression and Awards Board (SPAB)
  - Faculty Learning and Teaching Committees
    - Boards of Studies
      - Staff/Student Liaison Committees
      - Boards of Examiners (UG & PGT)
  - Faculty Research Degrees Committees
    - Admission, Progression and Examination Subcommittee (PGR)

University Research and Innovation Committee (URIC)
  - Doctoral College Board
    - Research Management Committee
      - Research Integrity and Governance Committee
  - Faculty Research Degrees Committees
    - Postgraduate Research Student Engagement Forum
3. In addition to Senate and its sub-structure the Professional Training Year (PTY) Forum has a dual management and academic governance function and has a dotted reporting line to ULTC in respect of the latter. In management terms it reports to the Executive Board.

**Academic governance - function**

4. The **Charter** is the overall instrument of governance of the University and sets the University’s objects in the pursuit of learning and the advancement and dissemination of knowledge. The **Statutes** and **Ordinances** provide detailed information about the running of the University in terms of its governance. They present information on the roles and responsibilities of the officers of the University, including the Chancellor, the Vice-Chancellor, and also the core statutory bodies and committees.

5. The academic governance structure is responsible for the consideration and approval of academic-related strategies, **Regulations**, **Codes of practice**, policy statements and related information and committee terms of reference and membership. Strategies set out the high level approach to achieving a particular set of aims. Regulations provide the framework under which the academic activities of the University are carried out. They are structured into two areas: academic regulations which govern programmes of study, and student regulations which govern student behaviour and procedures for student complaints and appeals. Policy statements clarify the University’s position on a particular matter, often prior to developing a **Code of practice**. **Codes of practice** set out policy and provide operational advice on how a particular process is carried out. Terms of reference and membership describe the activities of a committee, the limits of its authority and those who attend the committee in a particular capacity.

6. The following table sets out the levels of authority for the approval of the various types of documents.

<table>
<thead>
<tr>
<th>Type of document</th>
<th>Considered by</th>
<th>Approved by</th>
</tr>
</thead>
<tbody>
<tr>
<td>New strategy</td>
<td>ULTC / URIC</td>
<td>Senate</td>
</tr>
<tr>
<td>Amendments to existing strategies</td>
<td>ULTC / URIC</td>
<td>ULTC and/or URIC – Senate informed of amendments</td>
</tr>
<tr>
<td>Regulations – new and amended</td>
<td>ULTC / Doctoral College Board</td>
<td>Senate</td>
</tr>
<tr>
<td>Codes of practice</td>
<td>ULTC and its sub-committee(s)</td>
<td>ULTC and/or URIC – Senate informed of new Codes</td>
</tr>
<tr>
<td>Policy statements</td>
<td>ULTC / URIC</td>
<td>Senate</td>
</tr>
<tr>
<td>Amendments to terms of reference and membership – ULTC and URIC</td>
<td>ULTC and URIC</td>
<td>Senate</td>
</tr>
<tr>
<td>Amendments to terms of reference – ULTC sub-committee</td>
<td>Relevant sub-committee</td>
<td>ULTC</td>
</tr>
<tr>
<td>Amendments to terms of reference – URIC sub-committee</td>
<td>Relevant sub-committee</td>
<td>URIC</td>
</tr>
</tbody>
</table>

2 Depending on the subject, documents are considered by either ULTC or URIC/Doctoral College Board or all.
Academic governance - operation

7. Senate’s mode of operation and membership are prescribed in the University Ordinances. Within its terms of reference Senate takes oversight of academic matters but delegates considerable responsibility for detailed consideration of policy issues and the management of quality assurance to its sub-committees.

8. The terms of reference and membership for academic governance committees are set out in the Appendices below. Students are represented on all levels of committees in the structure (with the exception of those dealing with examination matters and research management and governance). Further information on student involvement in academic governance and quality assurance is given in the Code of practice for student engagement.

The role of Chair

9. For senior academic staff the chairing of University-level committees is an expectation of the role. It is normally the case that ULTC and URIC are chaired by the relevant Vice-Provost. In their role as chair they appoint the chairs of the committee’s sub-committees. The chairing of Faculty Learning and Teaching and Research Degrees is a specification in the role descriptors for the Associate Dean (Learning and Teaching) and the Associate Dean (Doctoral College) respectively. Staff who chair validation and review panels, Boards of Examiners and Boards of Studies are provided with appropriate briefing by the University in support of those roles.
Appendix 1 - University Learning and Teaching Committee

Terms of reference

General

The Learning and Teaching Committee has oversight of educational strategies and policies and reviews the University’s performance against its aims and objectives. The Committee considers external and internal factors that will enhance or limit the University’s ability to deliver a high quality educational provision.

Specific

1. To review and advise on external trends and influences on learning and teaching.
2. To develop and oversee the implementation of strategies for learning, teaching and assessment, in alignment with the overall University strategy defined by the Executive Board.
3. To promote innovation in learning, teaching and assessment.
4. To develop and oversee the implementation of the University’s regulatory and quality framework in respect of taught programmes, making revisions as required on an annual basis and to ensure that the framework takes account of sector requirements.
5. To develop and oversee the implementation of University policies and practices to enhance the quality of the student learning experience.
6. To review and monitor key performance indicators of the quality of academic standards and the student experience and determine any necessary interventions.
7. To oversee the University’s submission to the Teaching Excellence Framework (TEF) or similar national exercises.
8. To exercise undergraduate and postgraduate taught degree awarding powers on behalf of the Senate.
9. To establish as required, sub-committees, fora and task and finish groups to conduct particular areas of business within the remit of the Committee and to receive regular reports on these activities.
10. To report to each meeting of Senate on activities within its area of responsibility.

Membership

Chair
Vice-Provost (Education and Students)

Ex-officio members
- Associate Dean (Learning and Teaching) FASS
- Associate Dean (Learning and Teaching) FEPS
- Associate Dean (Learning and Teaching) FHMS
- Head, Department of Higher Education
- Head, Department of Technology Enhanced Learning
- Head, Department of Widening Participation and Outreach
• Academic Director of Student Progression and Learning Gain
• Director of Quality Enhancement and Standards
• Director of Student Services and Administration
• Director of Library and Learning Support Services
• Director of Employability and Careers
• Director of the Doctoral College
• Vice-President Voice, Students’ Union

Nominated members
One from each Faculty, nominated by the Faculty Executive and drawn from the membership of Senate.

In attendance
Staff from Quality Enhancement and Standards (one to act as Committee Secretary)

The Committee can co-opt additional members as required for specific purposes.

Period of appointment
Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Nominated members shall serve an initial term of two years and shall be eligible for re-election for one further year. In any event a maximum of three years may be served.

Co-opted members remain as members for as long as their purpose on the Committee is required.

Operation
Quoracy
The quoracy requirements shall be half of the current members. In the case of an equal vote, the Chair shall have a casting vote.

Frequency of meetings
Meetings are held six times a year, one every two months. Exceptional meetings may be held at the discretion of the Chair.

Decision making outside of meetings
Decisions may exceptionally be taken by Chair’s action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

In such instances, for such a decision to be valid, not less than 75% of the membership must reply to the Secretary to confirm their agreement. The Secretary shall forward a compilation of responses to the Chair and shall confirm to all members that the decision has been passed. A copy of the decision signed by the Chair shall be treated as properly passed by a meeting duly convened and held.

The date of the decision shall be the date upon which the Secretary confirms to all members that it has been passed. The Secretary shall be responsible for ensuring that decisions made by email are reported to the next meeting and for retaining an appropriate record.
Reports to
Senate

Sub-structure
Quality and Standards Sub-committee
Regulations Steering Group
Student Experience Sub-committee
Student Progression and Awards Board (for taught awards)\(^3\)

\(^3\) The Board reports to the University Research and Innovation Committee for postgraduate research awards.
Appendix 2 - Quality and Standards Sub-committee

Terms of reference
1. To be responsible to the University Learning and Teaching Committee (ULTC) for the co-ordination and implementation of the validation and periodic review of all award-bearing programmes of study delivered by the University and its Associated Institutions.

2. To receive and consider the reports of validation/review panels and report the outcomes to the University Learning and Teaching Committee, and subsequently to Senate.

3. To receive, consider and approve proposals for programme revision in accordance with the requirements of the relevant Code of practice.

4. To receive and consider an overview report on the annual programme review (APR) process and report to ULTC on good practice identified and key issues arising with suggested actions.

5. To receive and consider an overview report on issues raised by external examiners and report to ULTC on good practice identified and key issues arising with suggested actions.

6. To receive and consider the annual reports from the University’s Accredited and Associated Institutions and report to ULTC on good practice identified and key issues arising with suggested actions.

7. To receive and consider reports on Professional, Statutory and Regulatory Body accreditations.

8. The Subcommittee may devolve any specific functions to a member or group of members.

9. The Subcommittee shall report regularly to ULTC and through ULTC to Senate. It shall also refer to ULTC for consideration on any matter pertaining to the principles of practice of programme validation or periodic review, external examining, annual programme review or general regulations which it believes requires consideration or revision.

Membership

Chair
An Associate Dean (Learning and Teaching) or Director of Learning and Teaching as appointed by the Vice-Provost (Education and Students)

Ex-officio members
• Academic Director of Student Progression and Learning Gain
• President, Students’ Union
• Director of Quality Enhancement and Standards

Nominated members
• Four Faculty representatives, FASS
• Four Faculty representatives, FEPS
• Four Faculty representatives, FHMS
In attendance
- Staff from Quality Enhancement and Standards (one to act as Committee Secretary)
- Head of Student Administration

The Sub-committee can co-opt additional members as required for specific purposes.

**Period of appointment**
Ex-officio members remain as members of the Sub-committee for the term of their appointment in their role.

Nominated members are appointed for three years and are eligible for re-nomination for one further year. In any event a maximum of four years may be served.

Co-opted members remain as members as long as their purpose on the Sub-committee is required.

**Operation**

**Quoracy**
The quoracy requirements shall be half of the current members. In the case of an equal vote, the Chair shall have a casting vote.

**Frequency of meetings**
Meetings are held at least twice each semester or more frequently as business dictates.

**Decision-making outside of meetings**
Decisions may exceptionally be taken by Chair’s action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

**Reports to**
University Learning and Teaching Committee

Sub-structure
Validation Panels
Periodic Review Panels

**Validation and Periodic Review Panels**
These Panels operate in accordance with the *Code of practice for the design and approval of new programmes and periodic programme review*
Appendix 3 – Regulations Steering Group

Terms of reference

1. To direct the Regulations Working Group to review particular aspects of the Academic Regulations and Student Regulations as required.

2. To consider reports from the Regulations Working Group and make recommendations for amendments to the Regulations to ULTC, URIC/Doctoral College and Senate.

Membership

Chair
Vice-Provost (Education and Students)

Ex-officio members

- University Secretary and Legal Counsel
- Director of Student Services and Administration
- Director of Quality Enhancement and Standards
- Chief Executive, Students’ Union
- Associate Dean's (Learning and Teaching)

Operation

The Group meets as often as is necessary.

Regulations Working Group

Terms of reference

1. To consider on the advice of the Regulations Steering Group and in the light of experience of implementation, amendments to the Academic Regulations and Student Regulations and improvements to the underlying processes.

2. To make recommendations for amendments and process improvements to the Regulations Steering Group.

Specific terms of reference will be provided for particular tasks as determined by the Regulations Steering Group.

Membership

- Regulation Implementation and OIA Officer (Group convenor)
- Academic Director of Student Progression and Learning Gain
- Head of OSCAR
- An Associate Dean (Learning and Teaching) or Director of Learning and Teaching
- Staff from the Directorate of Student Services and Administration as determined by the Director
- A Student Union Sabbatical Officer
- Student Voice Manager, Students’ Union
- Additional members can be co-opted as required according to the particular task

Operation

The Group meets as often as is necessary.
Appendix 4 - Student Experience Sub-committee

Terms of reference

1. To advise the University Learning and Teaching Committee (ULTC) on all matters related to the student experience.

2. To give strategic leadership to the student experience.

3. To review, monitor and report to ULTC on the quality of the student experience, using as appropriate, national benchmarks such as the NSS, PTES and i-graduate, and internal benchmarks such as MEQs.

4. To review, monitor and report to ULTC all policies related to the student experience.

5. To review, monitor and report to ULTC the effectiveness of student services as a mechanism of enhancing and supporting the student experience.

6. To prepare regular reports on the work and progress of the Sub-committee to ULTC.

Membership

Chair
Associate Dean (Learning and Teaching), FEPS

Ex-officio members

- Head of Student Support Services
- Vice-President Voice, Students’ Union
- Vice-President Support, Students’ Union
- Director of Traded Services and Business Support Services
- Learning Development Manager, Student Personalised Learning and Support Hub (SPLASH)
- Director of Quality Enhancement and Standards
- Head, Department of Technology Enhanced Learning
- Disabilities Manager
- Central Teaching Rooms Manager
- Executive Policy Lead, Division of the Vice-Provost (Education and Students)
- Deputy Director, Customer Services, IT Services
- Deputy Director, Operations, Estates and Facilities Management
- Chief Executive Officer, Surrey Sports Park

Nominated members

- Faculty representative, FASS
- Faculty representative, FEPS
- Faculty representative, FHMS

In attendance

- Staff from Quality Enhancement and Standards *(one to act as Committee Secretary)*
- Head of Student Administration

The Sub-committee can co-opt additional members as required for specific purposes.
Period of appointment
Ex-officio members remain as members of the Sub-committee for the term of their appointment in their role.

Nominated members are appointed for three years and are eligible for re-nomination for one further year. In any event a maximum of four years may be served.

Co-opted members remain as members for as long as their purpose on the Sub-committee is required.

Operation
Quoracy
The quoracy requirements shall be half of the current members. In the case of an equal vote, the Chair shall have a casting vote.

Frequency of meetings
Meetings are held at least twice each semester or more frequently as business dictates.

Decision-making outside of meetings
Decisions may exceptionally be taken by Chair’s action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

Reports to
University Learning and Teaching Committee
Appendix 5 – Student Progression and Awards Board

Terms of reference

1. To receive final award marks and award classifications for taught degrees, diplomas and certificates as recommended by Boards of Examiners.

2. To approve on behalf of the University Learning and Teaching Committee, the award of degrees diplomas and certificates attained on completion of taught programmes of study.

3. To receive the outcome of viva voce examinations for research degrees as recommend by Research Examination Panels.

4. To approve on behalf of the University Research and Innovation Committee the award of degrees attained on completion of research programmes of study.

5. To monitor academic standards and compliance of Boards of Examiners and Research Examination Panels with the Regulations and Codes of practice and within the spirit of equity, consistency and transparency through the consideration of data on student achievement, progression and award.

6. To report on the outcomes of the consideration of such data and any recommended actions to the University Learning and Teaching Committee and the University Research and Innovation Committee.

7. To receive reports from Boards of Examiners on any action taken to remedy anomalous mark distributions in accordance with the Code of practice for assessment and feedback.

8. To take action if deemed necessary, in consultation with the Chair of the relevant Board of Examiners and the external examiner(s), to remedy anomalous mark distributions in accordance with the Code of practice for assessment and feedback if such action has not previously been taken by Boards of Examiners.

9. To receive annual reports from Boards of Examiners on the outcomes of Academic Misconduct Panels and from investigations into allegations of research misconduct where they pertain to postgraduate research students

10. To receive notification from Faculties of the award of prizes.

11. In consideration of any of the terms of reference, the Board may delegate any of its functions to the Chair or a sub-group to undertake on its behalf.

Membership

Chair
Academic Director of Student Progression and Learning Gain

Vice-Chair
Vice-Provost (Education and Students)

Ex-officio members
- Associate Dean (Learning and Teaching) FASS
- Associate Dean (Learning and Teaching) FEPS
Associate Dean (Learning and Teaching) FHMS
Associate Dean (Doctoral College) FASS *
Associate Dean (Doctoral College) FEPS *
Associate Dean (Doctoral College) FHMS *
Head of Student Administration
Deputy Head of Student Administration (Assessment and Awards)
Director of Quality Enhancement and Standards
Head, Department of Higher Education

*Associate Deans (Doctoral College) are only required to attend those meetings where postgraduate research matters are considered

In attendance
- Awards Manager (Committee Secretary)
- Director of Student Services and Administration
- Assessment Managers
- Research Degrees Manager
- Head of Student Administration (Data, Records and Systems) or nominee
- Representatives from the Associated and Accredited Institutions (one per institution)

Associate Deans can send an alternate to the meeting if they cannot attend, the alternate to be a member of academic staff from the Faculty. Alternates will have full voting rights.

Period of appointment
All members are ex-officio and remain as members of the Board for the term of their appointment in their role.

Operation

Quoracy
The quoracy requirements shall be half of the current members. In the case of an equal vote, the Chair shall have a casting vote. The Associate Deans (Doctoral College) do not count towards quoracy requirements at the meetings they are not required to attend.

Frequency of meetings
Meetings are held at least four times a year. Exceptional meetings may be held at the discretion of the Chair.

Decision making outside the meeting
Decisions may exceptionally be taken by Chair’s action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

Reports to
University Learning and Teaching Committee (for taught awards)
University Research and Innovation Committee (for postgraduate research awards)

Sub-structure
Boards of Examiners (for taught awards)
Admission, Progression and Examination Sub-committee (for postgraduate research awards)
Appendix 6 - University Research and Innovation Committee

Terms of reference

General

The Research and Innovation Committee has oversight of research strategies and policies and reviews the University’s performance against its research aims and objectives. The Committee considers external and internal factors that will enhance or limit the University’s ability to deliver high quality and impactful research.

Specific

1. To review and advise on external trends and influences on research.
2. To develop the profile of the University’s research with key stakeholders including, but not restricted to, major funders and collaborators.
3. To develop and recommend policy, strategies and sub-strategies in order to deliver high quality and impactful research, in alignment with the overall University strategy defined by the Executive Board.
4. To monitor and review research performance against research aims and objectives and agree actions to deliver quality improvement.
5. To monitor and review activities relating to the generation of Intellectual Property and Technology Transfer in general.
6. To manage high level risks in meeting research objectives, and advise on mitigation.
7. To oversee the University’s submission to the Research Excellence Framework (REF) or similar national exercises.
8. To review the research themes, and make recommendations for the strategic development of research in particular areas.
9. To maintain an institutional knowledge of research strengths and how these can be maximised.
10. To co-ordinate the response to external consultations related to research and innovation.
11. To oversee the activities of Faculties and Centres and their future plans for research and research-related commercial activities, to ensure that such activities embrace and reflect the University’s strategic vision for research.
12. To oversee the University’s research and innovation support mechanisms and resources to ensure their effectiveness, including but not limited to the Doctoral College, Research Innovation Services and Research Finance.
13. To review major research proposals that are of corporate material interest.
14. To exercise research degree awarding powers on behalf of the Senate.
15. To establish as required sub-committees, fora and task and finish groups to conduct particular areas of business within the remit of the Committee and to receive regular reports on these activities.

16. To report to each meeting of Senate on activities within its area of responsibility.

**Membership**

Chair
Vice-Provost (Research and Innovation)

**Ex-officio members**
- Associate Dean (Research and Innovation) FASS
- Associate Dean (Research and Innovation) FEPS
- Associate Dean (Research and Innovation) FHMS
- Senior Vice-President, Global Strategy and Engagement
- Senior Vice-President, Advancement and Partnerships
- Chair of Research Management Committee
- Chair of Research Integrity and Governance Committee
- Director of Strategic Partnerships (Research)
- Director of the Doctoral College
- Director of Technology Transfer
- Head of e-Strategy and Resources (Library)
- Vice-President Voice, Students’ Union

**Nominated members**
One postgraduate research student representative, nominated by the Doctoral College.

**In attendance**
Secretary to the Committee

The Committee can co-opt additional members as required for specific purposes.

**Period of appointment**
Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Nominated members shall serve an initial term of two years and shall be eligible for re-election for one further year. In any event a maximum of three years may be served.

Co-opted members remain as members for as long as their purpose on the Committee is required.

**Operation**

**Quoracy**
The quoracy requirements shall be half of the current members. In the case of an equal vote, the Chair shall have a casting vote.

**Frequency of meetings**
Meetings are held six times a year, one every two months. Exceptional meetings may be held at the discretion of the Chair.
Decision making outside of meetings

Decisions may exceptionally be taken by Chair’s action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided that all members are copied into the electronic exchange.

In such instances, for such a decision to be valid, not less than 75% of the membership must reply to the Secretary to confirm their agreement. The Secretary shall forward a compilation of responses to the Chair and shall confirm to all members that the decision has been passed. A copy of the decision signed by the Chair shall be treated as properly passed by a meeting duly convened and held.

The date of the decision shall be the date upon which the Secretary confirms to all members that it has been passed. The Secretary shall be responsible for ensuring that decisions made by email are reported to the next meeting and for retaining an appropriate record.

Reports to
Senate

Sub-structure
Doctoral College Board
Research Integrity and Governance Committee
Research Management Committee
Student Progression and Awards Board (for postgraduate research awards)⁴

⁴ The Board reports to the University Learning and Teaching Committee for taught awards.
Appendix 7 – Doctoral College Board

Terms of reference

General

The Doctoral College Board is responsible for formulating policy and strategy that will support the Doctoral College in meeting its objectives. Doctoral College Board will oversee key aspects of the postgraduate researcher and early career researcher experience with a particular focus on building a cohesive community and research environment, providing first class training, facilitating excellent supervision, and enhancing employability skills.

Specific

1. To oversee the strategic aspects of the Doctoral College.
2. To consider and formulate University policy and strategy relating to the quality assurance and enhancement of postgraduate research degree provision ensuring that it is aligned with external expectations. In particular, this includes admission procedures; training and development frameworks; expectations for supervision; progression monitoring; assessment procedures; and academic and pastoral support structures.
3. To develop strategies to integrate doctoral and early career researchers into the research environment and facilitate the development of a community of researchers.
4. To develop frameworks to support the enhancement of doctoral and early career researchers' employability skills ensuring that these are aligned to external expectations.
5. To champion the interests of postgraduate researchers and early career researchers throughout the University.
6. To consider outcomes of postgraduate researcher and early career researcher feedback by making recommendations for improvement as appropriate.
7. To bring in best practice from the sector through engagement with relevant interest groups and funders.
8. To develop the external-facing profile of the University's doctoral and early career researcher training with key stakeholders including, but not restricted to, the key funders.
9. To make recommendations to the University's Research and Innovation Committee to improve the doctoral and early career researcher experience.
10. To oversee and monitor the effective implementation of policy and strategy through agreed action plans.
11. To receive and consider reports on the Doctoral College's key performance indicators.
12. To receive and consider reports and recommendations from sub-committees.
**Membership**

Chair  
Director of the Doctoral College

**Ex-officio members**  
- Associate Dean Doctoral College (FASS)  
- Associate Dean Doctoral College (FEPS)  
- Associate Dean Doctoral College (FHMS)  
- Director of Student Services and Administration  
- Director of Quality Enhancement and Standards  
- Doctoral College Manager  
- Head of Library and Learning Support  
- Head of Researcher Development Programme  
- Head of Staff and Organisational Development  
- Research Degrees Manager  
- Vice-President Voice of the Students’ Union

**Nominated members**  
- Postgraduate Research Student affiliated with the Postgraduate Society  
- Early Career Researcher from the ECR forum

In attendance  
Secretary to the Board

The Board can co-opt additional members as required for specific purposes.

**Period of appointment**  
Ex-officio members remain as members of the Board for the term of their appointment in their role.

Nominated members shall serve an initial term of two years and shall be eligible for re-election for one further year. In any event a maximum of three years in total may be served.

Co-opted members remain as members for as long as their purpose on the Board is required.

**Operation**

**Quoracy**  
The quoracy requirements shall be half of current members. In the case of an equal vote, the Chair shall have a casting vote.

**Frequency of meetings**  
Meetings are held four times a year, one every three months. Exceptional meetings may be held at the discretion of the Chair.

**Decision making outside of meetings**  
Decisions may exceptionally be taken by Chair’s action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided all members are copied into the electronic exchange.

**Reports to**  
University Research and Innovation Committee
Appendix 8 – Research Integrity and Governance Committee

Terms of reference

General

To ensure that research activity at the University is carried out to the highest standards of rigour and integrity; and to provide strategic direction on the development, implementation and evaluation of the concordat to support research integrity.

Specific

1. To monitor developments in the area of research integrity and governance within the UK higher education research community and to determine, subject to appropriate consultation, mechanisms to ensure that the relevant policies and procedures are reviewed and revised as necessary.

2. To ensure the University is compliant with the UUK concordat to support research integrity, providing guidance to the Concordat to Support Research Integrity Working Group.

3. To oversee the operation of research governance processes and to approve, subject to appropriate consultation, research governance policies and procedures.

4. To provide advice and guidance to the Research and Innovation Committee on issues relating to research integrity and governance that may impact on the University.

5. To ensure that research integrity and governance policies and procedures are effectively communicated to the academic research community.

6. To refer to the University Ethics Committee any research ethics-related matters which may have wider implications for institutional-level ethical policies or processes or which the committee considers should be brought to the attention of the University Ethics Committee.

7. To receive and review an annual integrity statement from the Research Integrity and Governance Office (RIGO) on the handling of research misconduct allegations.

Membership

Chair
Senior Vice-President Global Strategy and Engagement

Ex-officio members
- Head of Research Policy, Projects and Engagement
- Chair of University Ethics Committee
- Chairs of Faculty Ethics Committees
- Legal Secretariat Representative
- Insurance and Ethical Compliance Officer
- CRC/CTU representative
- Research Integrity and Governance Manager
- FHMS Faculty academic representative
The Committee can co-opt additional members as required for specific purposes.

**Period of appointment**
Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Co-opted members remain as members for as long as their purpose on the Committee is required.

**Operation**

**Quoracy**
The quoracy requirements shall be half of current members. In the case of an equal vote, the Chair shall have a casting vote.

**Frequency of meetings**
Meetings are held four times a year, one every three months. Exceptional meetings may be held at the discretion of the Chair.

**Decision making outside of meetings**
Decisions may exceptionally be taken by Chair’s action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided all members are copied into the electronic exchange.

**Reports to**
University Research and Innovation Committee
Appendix 9 – Research Management Committee

Terms of reference

General

The Research Management Committee will ensure that the policies, strategies and sub-strategies introduced by the University’s Research and Innovation Committee are implemented. The Committee will also advise the University’s Research and Innovation Committee on emerging strategic or operational issues, performance and propose ways to enhance the quality and reputation of research.

Specific

1. To monitor and drive the implementation of the policies, strategies and sub-strategies introduced by the Research and Innovation Committee. Reporting on progress to the Research and Innovation Committee.

2. To review research output quality, including but not limited to bibliometric indicators.

3. To monitor and comment on research bids and awards data, and report strategic issues and opportunities to the Research and Innovation Committee.

4. To have operational oversight of the lifecycle for research grants/projects.

5. To identify opportunities of good practice from Faculty Research Committees.

6. To review the delivery of training and development associated with research at the University.

7. To review the development of support and resources for increasing and enhancing impact, including but not limited to impact capture systems, posts, training and funding.

8. To provide expert advice and analysis on emerging issues in dissemination of research, including scholarly outputs and data. Providing reports to the Research and Innovation Committee.

9. To oversee the support and resources required to ensure the University’s compliance with funder requirements, including but not limited to archiving, preservation and access to research data generated.

10. To embed good research data management and scholarly output practices.

11. To recommend and develop institutional responses to external issues, such as open access publication, journal subscription pricing and government requirements for dissemination.

12. To oversee the development and operation of research information systems, repositories, and highlighting issues and opportunities to the Research and Innovation Committee.

13. To oversee the Open Access publication fund and compliance with funder requirements.
14. To identify and discuss opportunities that are of corporate material interest (ie in excess of £1m, require match funding, include development of “centres”).

**Membership**

**Chair**  
Director of Research and Innovation Services

**Ex-officio members**
- Director of Strategic Partnerships (Research)  
- Research Finance Representative  
- Head of Research Policy, Projects and Engagement  
- Head of Programme Management – Research Strategy and Development  
- Library and Learning Support Representative  
- Research Facilitation and Engagement Manager  
- Research Facilitation Officers

**In attendance**  
Secretary to the Committee

The Sub-committee can co-opt additional members as required for specific purposes.

**Period of appointment**

Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Co-opted members remain as members for as long as their purpose on the Committee is required.

**Operation**

**Quoracy**

The quorancy requirements shall be half of current members. In the case of an equal vote, the Chair shall have a casting vote.

**Frequency of meetings**

Meetings are held ten times a year, one every month, allowing for August and December break. Exceptional meetings may be held at the discretion of the Chair.

**Decision making outside of meetings**

Decisions may exceptionally be taken by Chair’s action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided all members are copied into the electronic exchange.

**Reports to**

University Research and Innovation Committee
Appendix 10 - Admission, Progression and Examination Sub-committee

Terms of reference

1. To receive reports from the Faculties on the admission of postgraduate researchers including applications, conversions and turnaround times.

2. To monitor the progression of postgraduate researchers through their programme by:
   - receiving summary reports of student progress through the taught components of Practitioner Doctorates and Integrated PhD programmes from Boards of Examiners;
   - receiving summary reports of six-monthly and annual reviews for a Progression Board meeting held twice a year;
   - receiving reports of progression through the confirmation stage;

3. To consider requests for changes to registration status including: changes of mode of attendance; changes to continuing status; temporary withdrawal; and extensions;

4. To consider and approve nominations for examination panels of the final viva voce examination;

5. To consider requests for the termination of postgraduate researchers’ registration;

6. To take action where concerns have been raised through reports or other means.

Membership

Chair
Doctoral College Manager

Ex-officio members
- Associate Dean (Doctoral College) FASS
- Associate Dean (Doctoral College) FEPS
- Associate Dean (Doctoral College) FHMS
- Research Degrees Manager

In attendance
- One Postgraduate Research Administrator for each Faculty
- Staff from Student Services and Administration (Committee Secretary)

The Committee can co-opt additional members as required for specific purposes.

Period of appointment
Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Co-opted members remain as members for as long as their purpose on the Committee is required.
Operation

Quoracy
The quoracy requirements shall be not less than one-third of the members.

Frequency of meetings
Meetings are held once a month or more frequently as business dictates.

Reports to
Student Progression and Awards Board
Appendix 11 - Faculty Learning and Teaching Committees

Terms of reference

1. Within the context of the University policy and strategy, to consider and formulate a strategy for the Faculty relating to the development, evaluation and enhancement of learning and teaching at undergraduate and taught postgraduate levels; this will include teaching processes, learning support, assessment, research, innovations, facilities, resources and professional development for Faculty staff.

2. To oversee and ensure the implementation within the Faculty of the University's Regulations and Codes of practice and other University policies, guidelines and initiatives.

3. To recommend to the appropriate bodies on an annual basis the Faculty priorities and targets in learning and teaching and monitor progress towards these, ensuring that Faculty priorities are operationalised at Departmental/School level.

4. To make recommendations to the appropriate bodies about the refreshment and development of the portfolio of programmes, including methods of delivery, in consultation with relevant areas of the University and scrutinize proposals for new programmes.

5. To receive and comment upon annual programme reviews and prepare the Faculty consolidated annual programme review overview report on programmes and associated action plans for submission to University Learning and Teaching Committee (ULTC).

6. To monitor and prepare action plans with respect to specific areas of teaching and learning identified by the University such as entry tariff, progression, good degrees, employability, and NSS performance. Reporting on such action plans to be included as part of the annual programme review overview report.

7. To consider and make recommendation as appropriate to the University for revisions to the University policy and strategy for learning and teaching and the Regulations and Codes of practice.

8. To take an overview of student welfare matters and consider and recommend support requirements for particular groups such as mature students, part-time and distance learning students and students with special learning needs and disabilities.

9. To monitor the accuracy of information published internally and externally regarding the Faculty’s undergraduate and taught postgraduate provision, including Unistats data.

10. To consider and recommend improvements to Faculty-based teaching and learning resources, including computing and experimental laboratories.

11. To consider, recommend and implement activities to evaluate and enhance the quality of teaching and learning provision in the Faculty.

12. To communicate with other bodies that might impinge on the Committee’s work, to ensure optimal and coordinated practice.
13. To establish from time to time as appropriate, working groups to consider and advise on specific issues and, where relevant, to deal with accreditation visits from professional and regulatory bodies.

14. To strengthen links between learning and teaching and research by identifying new opportunities for each to influence and interact with each other.

15. To report and make recommendations to the Faculty Executive Board and other Faculty bodies as appropriate.

**Membership**

**Chair**
Associate Dean (Learning and Teaching)

**Ex-officio members**
- Members from Schools/Departments as representative of the Faculty structure and provision
- One representative from each of the ULTC Sub-committees
- One representative from the Department of Higher Education
- One representative from the Department of Technology Enhanced Learning
- Faculty Engagement Librarian(s)
- Faculty Professional Training Year Senior Tutor
- Faculty Student Services Manager
- Head of Student Administration or nominee
- Widening Participation Support Officer
- Faculty Marketing Officer
- A nominated deputy of the President of the Students' Union

Executive Deans of Faculty and Faculty Associate Deans may also receive papers and attend meetings.

**In attendance**
Other staff as required

The Committee can co-opt additional members as required for specific purposes.

**Period of appointment**
Ex-officio members remain as members of the Committee for the term of their appointment in their role.

Co-opted members remain as members for as long as their purpose on the Committee is required.

**Operation**

**Quoracy**
The quoracy requirements shall be ten members or not less than one-third of the members, whichever may be the less. In the event of a tied vote, the chair shall have a casting vote.

**Frequency of meetings**
Meetings are held at least three times per academic year or more frequently as business dictates.
Reports to
Faculty Policy and Strategy Group/Faculty Management Group
University Learning and Teaching Committee

Sub-structure
Boards of Studies
Appendix 12 - Faculty Research Degrees Committees

Terms of reference

1. Within the context of the University policy and strategy, to consider and formulate a strategy for the Faculty relating to the development, evaluation and enhancement of research degree provision; this will include admission, training and development, supervision, progression, assessment, researcher support, research environment, innovations, funding opportunities, and facilities and resources.

2. To oversee and ensure the implementation within the Faculty of the University’s Regulations and Codes of practice and other University policies, guidelines and initiatives.

3. To make recommendations about the refreshment and development of the portfolio of postgraduate research programmes, including methods of delivery, in consultation with relevant areas of the University.

4. To receive and comment upon annual programme reviews and prepare the Faculty consolidated annual programme review overview report on programmes and associated action plans for submission to the Doctoral College Board.

5. To receive reports from the Postgraduate Research Student Engagement Fora on how postgraduate researchers view their learning experience and to receive the view of supervisors, through Committee representatives, on postgraduate research matters. In doing so, the Committee will take an overview of student welfare matters and consider and recommend support requirements for particular groups such as mature students, part-time and distance learning students and students with special learning needs and disabilities.

6. To implement action plans to address any concerns raised by postgraduate research students.

7. To consider and make recommendation from time to time to the University for revisions to the University policy and strategy for postgraduate research and the Regulations and Codes of practice.

8. To take a view on the training provision within the Faculty and to feed training needs into the relevant committee for further development and enhancement.

9. To monitor the accuracy of information published internally and externally regarding the Faculty’s postgraduate research provision.

10. To oversee the management of all Research Council funding for doctoral research as well as Faculty scholarships.

11. To be responsible for monitoring the Faculty’s postgraduate research applications, admissions against targets, mid-session and annual student progress reviews, confirmation reviews, higher degree awards made, and completion rates.

12. To consider, recommend and implement activities to evaluate and enhance the quality of postgraduate research provision in the Faculty.

13. To communicate with other bodies that might impinge on the Committee’s work, to ensure optimal and coordinated practice.
14. To establish from time to time as appropriate, working groups to consider and advise on specific issues.

15. To report and make recommendations to the Faculty Research Committee and University Research Degrees Committee.

**Membership**

Chair  
Faculty Associate Dean (Doctoral College)

Nominated members
- Members of Schools/Department/Research Centres as representative of the Faculty structure and provision, who, as part of their duties, are responsible for issues around postgraduate research
- Appropriate professional services representation from the Faculty
- At least one postgraduate research student

In attendance
- One representative from the Researcher Development Programme
- Other staff as required

The Committee can co-opt additional members as required for specific purposes.

**Period of appointment**
Nominated members are appointed for three years.

Co-opted members remain as members for as long as their purpose on the Committee is required.

**Operation**

**Quoracy**
The quoracy requirements shall be not less than one-third of the members. In the event of a tied vote, the Chair shall have a casting vote.

**Frequency of meetings**
Meetings are held at least three times per academic year or more frequently as business dictates.

**Reports to**
Doctoral College Board
Appendix 13 - Boards of Studies

For each programme of study at undergraduate and taught postgraduate level and for the taught components of practitioner doctorates, there shall be a Board of Studies. Cognate programmes can be grouped under the same Board of Studies.

References to the Chair shall be construed as referring to the Vice-Chair in the absence of the Chair.

Terms of reference
1. To be responsible for the academic standards, quality assurance and quality enhancement of the programme(s) of study within its remit.

2. To consider the development of new programmes in accordance with Faculty strategy.

3. To consider statistics relating to admission to the programme(s) of study.

4. To consider and approve the annual programme review report for submission to the Faculty.

5. To consider the outcomes of student surveys (NSS, PTES if relevant, MEQs) and develop action plans in response.

6. To consider student performance-related data (progression, degree outcomes, DHLE) and develop action plans as necessary.

7. To receive reports from Staff/Student Liaison Committees and take action as necessary.

8. To consider external examiners’ reports for the programmes and modules within its remit and develop action plans as appropriate.

9. To consider and approve major and minor modifications to modules and programmes in accordance with the relevant University Codes of practice.

10. To consider such matters as may be referred to it by the Faculty Learning and Teaching Committee and report back as appropriate.

11. To ensure that a record is taken and kept of each meeting by the Secretary and any action and/or decisions taken under delegation of functions.

12. A Board of Studies may delegate any of its functions to the Chair, Vice-Chair, an individual or group of members.

Membership

Chair
Appointed by the Executive Dean of Faculty or Head of School/Department; the Chair would normally be the Director of Learning and Teaching or a Programme Leader.

Vice-chair
Appointed by the Executive Dean of Faculty or Head of School/Department.
Ex-officio members
- Head of School/Department
- School/Department Director of Learning and Teaching
- Programme Leader(s)
- Module Leaders for modules contributing to the programme(s)
- Chair(s) of the Boards of Examiners that report to the Board of Studies
- Other staff from the School/Department who teach on the programme(s) to include academic staff, all levels of Teaching Fellows, Associate Tutors
- Postgraduate research students who support teaching on the programme(s)
- Staff from other Schools/Departments who teach on the programme(s) to include academic staff, all levels of Teaching Fellows, Associate Tutors
- At least one elected student per level from each of the programmes reporting to the Board.
- Representatives from professional services areas as determined by the Chair.

In addition the Faculty Associate Dean (Learning and Teaching) is entitled to attend any Board of Studies in their Faculty as a full member.

In attendance
Student Services and Administration Directorate staff (Secretary)

Period of appointment
The Chair and Vice-Chair are appointed for a period not exceeding three years and are eligible for re-appointment for not more than one further consecutive period of up to three years.

If a member ceases to teach on the programme they consequently cease to be a member of the Board of Studies.

Student representatives shall be appointed for a period of one academic year and shall be eligible for re-appointment.

Operation

Quoracy
The quoracy requirements shall be ten or not less than one third of the members whichever may be the less. Those present shall include the Chair or Vice-Chair.

Frequency of meetings
A Board of Studies shall meet as and when appropriate but in any case shall meet not less than twice a year. The Chair shall be responsible for the arrangement of meetings, at least seven days’ advance notice being given to all members. A meeting of the Board of Studies shall be arranged if five or more members request this in writing to the Chair.

Should it prove necessary to vote on any matter, it shall be determined by a simple majority. Each member present shall have one vote and in the case of equality the Chair shall have an additional casting vote.
Reserved business
The business of a Board of Studies shall be subject to the University’s convention on reserved business. The Chair shall decide whether an item of business should be regarded as reserved business. The Chair’s decision shall be final.

Reports to
Faculty Learning and Teaching Committee

Sub-structure
Boards of Examiners
Staff/Student Liaison Committees

5 ‘Reserved Business’ may be taken to include matters affecting the personal position of members of staff and students and the admission and academic assessment of individual students. Wherever possible the Chair shall denote in the agenda prior to the meeting those items deemed to be reserved business in accordance with that convention. Where reserved items of business do occur, student representatives should be advised of the general nature of these items and should be advised subsequently of the Board’s decision(s) on them.
Appendix 14 - Boards of Examiners

The terms of reference, membership and operation of Boards of Examiners shall be read in conjunction with the Regulations for taught programmes, the Code of practice for assessment and feedback and the Code of practice for external examining: taught programmes. Terms used shall have the same meanings as defined in those Regulations.

For each programme of study at undergraduate and taught postgraduate level and for the taught components of practitioner doctorates, there shall be a Board of Examiners. Cognate programmes can be grouped under the same Board of Examiners.

References to the Chair shall be construed as referring to the Vice-Chair in the absence of the Chair.

Terms of reference

1. To be responsible for the general conduct of the assessment of the programme of study, in accordance with the Regulations for taught programmes and the Code of practice for assessment and feedback.

2. To ensure that suitable arrangements are made for the setting, holding and marking of examinations and other forms of assessment in conjunction with the Assessment and Awards Office of the Student Services and Administration Directorate.

3. To consider and determine for each candidate at each stage of the programme the marks/grades for each examination paper or other form of assessment.

4. To consider unusual distributions of marks and degree classifications and to take corrective action as necessary in accordance with the Code of practice for assessment and feedback.

5. To report to the Student Progression and Awards Board (SPAB) any action taken to remedy anomalous mark distributions.

6. To consider the views of the external examiner(s) on any matter concerning the assessment of the programme, whether they are given verbally or in the form of a written report.

7. To recommend to SPAB whether each candidate should be awarded a Degree, Diploma or Certificate and with what class of honours or other mark of credit or distinction, in accordance with the Regulations for taught programmes.

8. To ensure that a record is taken and kept of each meeting by the Secretary and any action and/or decisions taken under delegation of functions. This shall include:
   - the marks/grades for each candidate
   - the recommendations to SPAB in respect of each candidate
   - the result of any vote
   - any other matter the Board of Examiners shall deem necessary

9. To ensure that a copy of the agreed award report, together with the recommendation in respect to each candidate, is signed by the Chair and, in the case of the final examination or any other stage which is externally assessed in accordance with the Code of practice for assessment and feedback and the Code of practice for external
examining: taught programmes, by the external examiner(s). If an external examiner is unwilling to sign an agreed award report, he/she shall report the reasons to the Director of Student Services and Administration at the earliest opportunity, who shall inform the Vice-Provost (Education and Students) and the Director of Quality Enhancement and Standards.

10. To ensure that, in addition to the agreed award report, a list of the Board of Examiners’ recommendations is submitted to the Assessment and Awards Office for submission to SPAB.

11. A Board of Examiners may delegate any of its functions to the Chair, Vice-Chair, Faculty/Departmental Examinations Officer or to a group of members working with Faculty professional services staff, provided that no recommendation for the award of a Degree, Diploma or Certificate shall be made without the involvement of an external examiner. If such a group is unable to reach unanimous agreement on a recommendation for an award, a full meeting of the Board of Examiners shall consider the matter.

12. The Chair shall be responsible for informing the Board of Examiners of any special circumstances which might have affected a candidate’s performance and of which the candidate has informed the Executive Dean of Faculty/Head of Department in accordance with the relevant Regulations.

Membership

Chair
Appointed by the Executive Dean of Faculty or Head of School/Department from members of academic staff of the School/Department who teach on the programme.

Vice-chair
Appointed by the Executive Dean of Faculty or Head of School/Department from members of academic staff of the School/Department who teach on the programme.

Ex-officio members
- Members of the academic staff of the School/Department who teach on the programme(s)
- Members of academic staff of other Schools/Departments who teach on the programme on the recommendation of the Board of Studies
- Other persons who teach on the programme on the recommendation of the Board of Studies
- Head(s) of the Schools/Department(s) responsible for the programme, if not otherwise a member
- The external examiner(s) (see Code of practice for external examining: taught programmes);

In addition the Executive Dean of the Faculty or their nominee, normally the Associate Dean (Learning and Teaching) is entitled to attend any Board of Examiners in their Faculty as a full member.

In attendance
- A member of the Directorate of Student Services and Administration (Secretary)
- The Faculty/School/Departmental Examinations Officer(s), if not already a member(s)

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6 Academic staff are as defined in Regulation 5 of the Introduction to the Regulations.
Period of appointment
The Chair and Vice-Chair are appointed for a period not exceeding three years and are eligible for re-appointment.

If a member ceases to teach on the programme they consequently cease to be a member of the Board of Examiners provided that such a person shall continue to be a member until the end of the academic year.

Operation

Quoracy
The quoracy requirements shall be not less than one third of the members. Those present shall include the Chair or Vice-Chair and, in the case of a meeting to recommend the award of Degrees, Diplomas or Certificates, at least one external examiner.

Frequency of meetings
Meetings are held at least once a year. Additional meetings may be held at the discretion of the Chair.

At a meeting of a Board of Examiners every effort shall be made to reach a decision by consensus. If it proves necessary to vote on any matter it shall be determined by a simple majority; each member present shall have one vote and in the case of equality the Chair shall have an additional casting vote.

Confidentiality
The proceedings of a Board of Examiners shall be confidential to members of the Board and appropriate officers of the University except in relation to the release of results in accordance with the Code of practice for assessment and feedback.

Reports to
Student Progression and Awards Board for the consideration of overall mark profiles and the award of Degrees, Diplomas and Certificates
Board of Studies for the local operation of assessment practices
Appendix 15 - Staff/Student Liaison Committees

Each School/Department shall operate a Staff/Student Liaison Committee. Depending on the size and/or particular requirements of the School/Department, there can be separate Committees for undergraduate and taught postgraduate students.

Terms of reference
1. To serve as an informal arena for students to raise matters of concern with School/Departmental and Professional Services staff and for staff to share with students general matters pertaining to the programme(s) and the student learning experience.
2. To consider the outcomes of student surveys (MEQs, NSS, PTES if relevant,) and contribute to the development of action plans in response.
3. To consider external examiners’ reports and contribute to the development of action plans as appropriate.
4. To report to the Board of Studies and raise matters for consideration at the Board.
5. To identify areas of good practice for report to the Board of Studies.

Membership
Chair
Normally the Director of Learning and Teaching or a Programme Leader or one of the student representatives

Members
• All student representatives for the programmes covered by the Committee
• The School/Department should decide on the appropriate numbers and designations of staff to be members but should aim to have an even number of staff and students. Staff members should not greatly outnumber student members.
• Professional Services staff as required

In attendance
Notes of the meeting can either be taken by a member of the Student Services and Administration Directorate staff or one of the student representatives.

Period of appointment
All members will remain on the Committee for as long as they hold their particular roles.

Operation
Frequency of meetings
It is recommended that there are four meetings a year, two per semester to take place several weeks before and after the Board of Studies. Where this is not practicable the second meeting per semester can be a virtual meeting.

Reports to
Board of Studies
**Code of practice for academic governance**

*Guidance on the protocols for Staff/Student Liaison Committees, including template agendas and minutes*

**Purpose**
Staff/Student Liaison Committees are informal meetings where students can raise matters of concern with staff and where staff can talk to students about their experiences.

**Membership**
It is important that students feel able to raise matters at the meetings and so the composition of the Committee should be such that staff do not greatly outnumber students. Consideration should be given to having a student chair the meeting. The membership of the Committee is deliberately flexible to allow for the different sizes of Schools/Departments. The Committee should decide which Professional Services staff should attend but bear in mind that such staff might also be attending Boards of Studies and so avoid duplication.

**Frequency of meetings**
It is recommended that there are four meetings a year, two per semester, the first to take place before the Board of Studies and the second after; this second meeting could be a virtual one to provide an update on matters considered at the Board of Studies. Dates for meetings should be set in advance at the beginning of the academic year and notified to all students (via SurreyLearn).

**Conduct of meetings**
Students and staff should approach the meetings in a constructive manner and be respectful of all views (in accordance with the spirit of the Student Charter). Students should be aware that it is not always possible to make the changes they request and staff should report back to students the reasons why a particular change cannot be made. Those reps not able to attend the meeting should be able to send in comments either written to the chair or via another rep. In addition to discussing matters of concern, it is also important to identify areas of good practice for report to the Board of Studies and upwards to the Faculty.

**Agendas and minutes**
Agendas for the meeting can either be produced by the student reps or via a Committee Secretary from Student Services and Administration. It is up to the School/Department how they want to arrange this and communicate the arrangements to all concerned. Agendas for meetings should be made available in advance of the meeting on SurreyLearn. A template for an agenda is given below; this covers the items that are expected to be covered, although not all of them might be relevant for all meetings. Schools/Departments are free to add additional items, although care should be taken not to duplicate matters that are discussed at Boards of Studies.

Staff/Student Liaison Committees do not require formal minutes, rather brief notes should be made. Individual students should not be identified. Again it is up to the School/Department to agree whether the notes should be taken by one of the student reps or by a Committee Secretary from Student Services and Administration. A template for meeting notes is given below:

Notes should ideally be produced within 10 days of the meeting, and once agreed by the Chair, published on SurreyLearn with a copy being sent to the Student Union. This helps the Union to take an overview of issues being raised by students across the University.
Template agenda for Staff/Student Liaison Committees

School of [ ]
Staff/Student Liaison Committee

The next meeting of the Staff/Student Liaison Committee will be held at [time] on [date] in [location]

Please send apologies to [name and email address]

AGENDA

1. Apologies for absence
2. Terms of reference and scope of SSLC [first meeting of the academic year]
3. Notes of the previous meeting held on [ ]
4. Actions taken in response to issues raised at the previous meeting
5. Matters raised by representatives of each cohort [year groups, PTY students, postgraduate students, distance learning students, as appropriate. Note that there is merit in varying the order in which these groups report, eg to sometimes have matters raised by final year students prior to matters raised by first year students, and vice versa]
6. Matters raised by staff members [to include improvements to the student learning experience, with particular emphasis on future planning, including curriculum development.]
7. NSS results and action plan [the first meeting of the year would receive the results and talk about what actions might be required to address any issues; subsequent meetings would receive any updates on action plans]
8. PTES results and action plan [the first meeting of the year would receive the results and talk about what actions might be required to address any issues; subsequent meetings would receive any updates on action plans]
9. Student evaluation of learning and teaching (eg MEQ outcomes).
10. External examiner’s reports and responses [Boards of Studies are formally responsible for considering external examiner’s reports and agreeing actions but the reports should be received here so that all student reps have an opportunity to see them and contribute to any required actions]
11. Learning resources matters [some Committees may choose to invite relevant Professional Services staff to these meetings in additional to the Board of Studies]
12. What’s going well
13. Any other business
14. Date, time and place of next meeting
Template notes for Staff/Student Liaison Committees

School of [ ]
Staff/Student Liaison Committee

Notes of the meeting of the Staff/Student Liaison Committee held at [time] on [date] in [location]

NOTES

1. PRESENT (list all members by name and category and asterix those not in attendance)

   Mr X (Chair) 3rd year rep, BSc Policy Making
   Dr Y Module Leader, Change in the Modern World
   Ms Z* 1st year rep, BSc International Development

2. APOLOGIES FOR ABSENCE

   2.1 Apologies for absence were received from Ms Z.

3. TERMS OF REFERENCE AND SCOPE OF SSLC (paper reference number; give any papers received a unique reference number; numbers run sequentially from the beginning of the academic year)

   3.1 The terms of reference were received and had not been changed from the previous year

4. Notes of the previous meeting held on [date]

   4.1 The notes were agreed as a true record of the meeting

   OR

   The notes were agreed subject to the following amendment to note 16.2

   “……”

5. ACTIONS TAKEN IN RESPONSE TO ISSUES RAISED AT THE PREVIOUS MEETING

   5.1 Feedback

   The Programme Leader confirmed that feedback was now being returned to students in accordance with University requirements.

   5.2 Lecture Theatres

   The Programme Leader reported that they had met with Estates and that it was not possible to make the necessary improvements this current academic year due to financial constraints. However a schedule of improvements will take place over the summer.

6. MATTERS RAISED BY REPRESENTATIVES OF EACH COHORT

   6.1 First year

   Students are finding the Introduction to World Economics module difficult because of.......and reported that the reading lists are not very extensive.

   The Module Leader agreed to .........
7. MATTERS RAISED BY STAFF MEMBERS
7.1 The following were noted:
- Periodic programme review to take place next academic year – a chance for students to input into future developments. Further information to be provided at the next meeting
- Dr K has been awarded a Teaching Excellence Award and will be holding some lunchtime seminars to talk about his ideas for the future development of assessment methods – all staff and students in the School welcome to attend and input to the discussion. Details to be advertised on SurreyLearn

8. NSS RESULTS AND ACTION PLAN (paper reference number)
8.1 The NSS results were received and it was noted that ..... 
8.2 The following actions for improvement were suggested to report to the Board of Studies:

9. STUDENT EVALUATION OF LEARNING AND TEACHING
9.1 MEQ results for semester ? showed that .... Student reps from year 2 are particularly concerned about .....Dr J agreed to look into this and report back to the next meeting.

10. EXTERNAL EXAMINER’S REPORTS AND RESPONSES (paper reference number)
10.1 Three of the four external examiners’ reports due have been received. A common theme this year has been .....Student reps in year 3 suggested that ..... which would be taken to the Board of Studies by the Programme Leader for further discussion.

11. LEARNING RESOURCES MATTERS
11.1 The Library and Learning Support member updated the Committee on the following developments:

12. WHAT’S GOING WELL
12.1 Masters students
Students have found the induction sessions on academic integrity very helpful.

12.2 PTY students
Reported via comments sent to the Chair – the new format for the visits from tutors is very successful.

13. ANY OTHER BUSINESS
There were no items of any other business

OR

Student reps from year 3 asked for an update on .....and it was noted that the following arrangements are being put in place:

14. DATE, TIME AND PLACE OF NEXT MEETING
14.1 The next meeting will be held at [time] on [date] in [location]
Appendix 16 - School/Department/Research Centre Postgraduate Research Student Engagement Forum

Terms of reference

1. To engage with the postgraduate research student body and discuss feedback on their learning experience.

2. To use postgraduate research student feedback to improve provision.

3. To discuss the findings of student experience surveys with postgraduate research students and produce action plans to address any issues.

4. To discuss the annual programme review with postgraduate research students to ensure that they have an opportunity provide feedback on the proposed actions.

5. To report on key issues and areas of good practice identified by students to the Faculty Research Degrees Committee. The member of academic staff will be responsible for reporting on these matters.

Membership

Chair
One postgraduate research student

Members
- Academic and professional services members from Schools/Departments/Research Centre as representative of the structure and provision
- Postgraduate research students from the School, Department or Research Centre

The Committee can co-opt additional members as required for specific purposes

In attendance
Other staff as required

Operation

Frequency of meetings
At least three times per academic year or more frequently as business dictates.

Reports to
Action minutes to the Faculty Research Degrees Committee
Appendix 17 – Professional Training Forum

Terms of reference
The Professional Training Forum (PT Forum) will meet to consider matters regarding the oversight and management of Professional Training. The PT Forum will consider matters regarding the performance of Professional Training and its strategic development. It will support evaluation and further improvements of Professional Training and activities related to career development support and employability for students.

1. To review and support the co-ordination and administration needed for Professional Training.

2. To contribute to the development of appropriate regulations and quality assurance systems as required by the University’s regulatory framework.

3. To support the development of good practice across the Faculties and make recommendations where necessary to improve Professional Training within Faculties and across the institution as a whole.

4. To take receipt of reports on work commissioned by the PT Forum, eg on developing, improving and sharing good practice on Professional Training.

5. To take receipt of reports from the Careers Service, other relevant departments within the University, the Students’ Union, and from industry representatives and professional bodies to facilitate the objectives of Professional Training and the activities within its purview.

6. Keep abreast of national and international developments with regard to placements, careers and employability to ensure that the Professional Training community and the University as a whole remain at the forefront of developments.

7. To take receipt of financial reports on Professional Training and ensure that the financial resources assigned to Professional Training are used appropriately.

8. To submit an annual report to the Executive Board and as required submit regular reports on the work and progress of the PT Forum to University Learning and Teaching Committee (ULTC).

Membership

Chair
Director of Employability and Careers

Members
- Vice-President Voice, Students’ Union
- Faculty Professional Training Year Senior Tutor, FASS
- Faculty Professional Training Year Senior Tutor, FEPS
- Faculty Professional Training Year Senior Tutor, FHMS
- One representative of Professional Training Year professional services staff
- Head of the Careers Services
- Director of Quality Enhancement and Standards
- Head, Europe and International Mobility
- Disabilities Manager
In attendance
- Forum secretary
- Chair of the former Professional Training and Careers Committee
- Other staff as required

Period of appointment
All members will remain members of the Forum for as long as they hold such posts.

Operation

Frequency of meetings
The PT Forum will normally meet three times a year – October, February and June, except at the discretion of the Chair the PT Forum may be called to meet on a more regular basis. The Forum will arrange for one of its meetings to serve as a PT Community Day at which the full community of Professional Training tutors, professional services staff and other key stakeholders will meet to consider a range of strategic issues regarding the management of Professional Training, as determined by the Director of Employability in consultation with PT Forum members.

Reports to
The University’s Executive Board for management, financial and operational matters and the University Learning and Teaching Committee for matters affecting University regulations, quality assurance, teaching and learning and the student experience.